



Building Impact of T & D on employee engagement: a case study of national insurance company limited (NISL)

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General Note



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ABSTRACT

The success or the growth of any organization relies on the efficient human capital available in the organization. The training and development programmes are the corner-stones of sound management, which creates a tendency to work with the global world. The organizations are forced to adopt advanced techniques to raise the skill levels and increase the versatility and adaptability of employees. The training and development programmes are increasing greater stability, flexibility, and capacity for growth in an organization. Efficient employees contributes to the well being of the organization and be engaged with loyalty and motivation, which results into commitment and employee satisfaction. The article focuses on the role of training and development in adapting and engaging the intellectual capital in NICL (National Insurance Company Limited). The paper is also focuses on the different training and development methods followed by NICL.MTM that which enables the employee to engage. This paper focuses on the aspects of relationship between training and employee engagement at NICL, and the present data collected through a small sample of 30 respondents, the results revealed that employees were moderately trained and their commitment towards to the company is also moderate.

1. INTRODUCTION

Training and development is an important way to promote employee engagement. Internal training programs allow employees to interact with one another, discuss ideas and learn more about a given topic. Training programs help employees actively participate in activities and offer input and feedback on how workplace processes can be improved. Training and development programs also build employee confidence, which may encourage active participation on the job outside of the training class.

2. LITERATURE REVIEW

According to Casse and Branahan (2007), the different approaches to training and development need to be explored. According to Davenport (2006), mentioned that it's easy to implement strategy with internet support software. As per the recent theories to access the knowledge is changing from time to time and the forms of managing knowledge has also changed by electronic learning systems. There is a survey confirmation for using classroom to deliver the training would drop dramatically, (Meister, 2001). Employee performance expectation keeps rising while the economic recession has caused training budget to shrink causing the HR training and development unit to do more with less.

3. NEED FOR THE PROBLEM

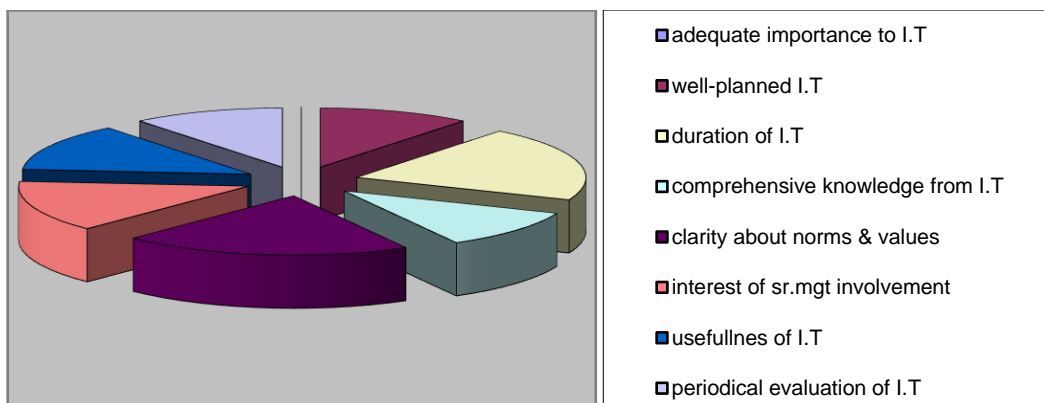
The discipline of HRM plays a pivotal role in the globalised world. Highly engaged employees make a substantive contribution to their agency and may predict organizational success. So, employee engagement has become the million dollar question in these days, particularly in banking and insurance industry, where private banks and insurance companies are offering more to the targeted people, and enhancing it.

4. OBJECTIVES OF THE STUDY

- To analyze the need of training and development for employee engagement.
- To examine the various aspects of employee engagement.
- To study the various training/learning methods to engage employees
- To bring to light on the relationship between training and engagement.

5. RESEARCH METHODOLOGY AND DATA COLLECTION

- From literature review major training elements were identified, and basing on that, to know the impact of training and development on employee engagement.
- A questionnaire was developed with 26 questions. 30 questionnaires were filled by target respondents.
- Our research area covers only Machilipatnam. Research focus is only on training and its impact on engagement.
- The convenient method of sampling was adopted.
- The descriptive research design is used to describe the impact of training and development on employee engagement.



6. DATA ANALYSIS

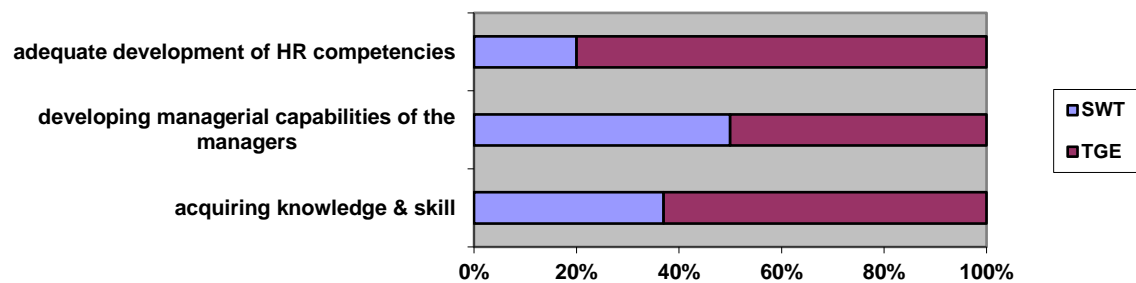
The questionnaire was totally divided into 4 parts. Each part was developed to derive the significance of training in the organization.

Efficiency of induction training

NICL is conducting induction training in a moderate way, where the employees of it are mostly satisfied with the present induction training system. But the company has to look at the elements like duration of the training and involvement of the senior management into the induction training to increase the efficiency.

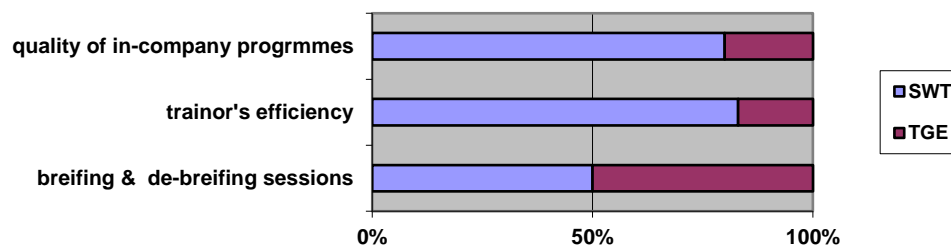
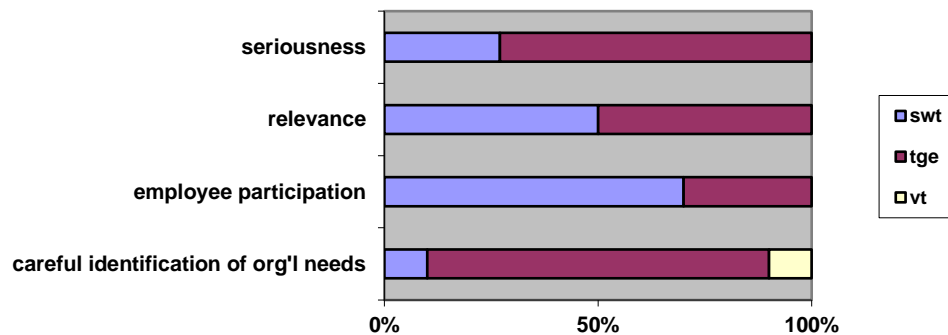
Acquiring Knowledge through Training

NICL is providing knowledge based training to enlarge the intellectual capability of the employees in terms of technical knowledge and skill, where as NICL has to improve the managerial capabilities as they are highly require by the employees.



7. TRAINING NEEDS ASSESSMENT (TNA)

NICL is carefully identifying the training needs and the seriousness of the employee is also high. But the employee participation in TNA and the relevance between the needs & training is to be improvised.



8. DEPLOYMENT OF TRAINING

NICL is organizing both briefing and de-briefing sessions for its employees, but the quality of the in-company programmes is not appreciable as the efficiency of the trainer's in conducting in-company programmes is not good.

9. MAJOR FINDINGS OF THE STUDY

- Senior line manager's cooperation during the training programme is good at NICL.
- Mostly the line managers of the company are receiving the benefits from the programme.
- NICL is giving adequate importance for training.
- More than 70% of respondents opined that the external training programmes are carefully chosen after collecting enough information about their quality & suitability.
- All the respondents stated that there is a well-designed training policy in the company.
- The company is generally following training methods are
 - On-the-job methods—coaching, job instruction, committee assignments etc.
 - Off-the-job methods---conference and role playing

Other advanced methods--- on-line training, web training, case study etc.

10. CONCLUSION

Organizations and employees share a symbiotic relation, where both are dependent on each other to satisfy their needs and goal. Therefore; employee engagement should not be a onetime exercise, but a continuous process of learning, improvement and action. Since the last few years, employee engagement and its measurement is in vogue. In fact there is a definite correlation between employee engagement and desired business results whether it is customer service, retaining talent, individual performance, business productivity or even company level financial performance. Some of the methods of training aimed at improving employee engagement can significantly increase employee engagement and, in turn, this can have a measurable impact on HR variables such as retention and staff sickness. The links to wider impacts in areas such as client service, satisfaction levels and for private sector business - turnover and profitability - tend to be more tenuous.

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